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# RECRUITER

The United States Army Recruiting Command

Reengineering  
page 6

ENGINEER



JOURNAL AVAILABLE APR 96



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## “Smart Quotes”

- Among highly selective admissions institutions — those that enroll a majority of freshmen from the top 10 percent of their high school graduating class — in 1995, the persistence rate from beginning of the freshman to the beginning of the sophomore year of college averaged 84.3 percent in public BA/BS granting colleges to 93.1 percent in private PhD granting universities. The weighted mean for all institutions in this group was 93.1 percent.  
(*Post Secondary Education Opportunity*, Feb. 1996)
- A larger percentage of high school graduates are going to college, but they are also more likely than their predecessors to have jobs while working on a degree. Four in 10 graduates enrolled in college in 1994 were employed, compared with 37 percent in 1990.  
(*The Numbers News*, Aug. 1995)
- U.S. Census projections indicate the black population will double to 62 million by 2050, even as the white percent of the general population decreases by one third. Blacks will remain a minority; however, whites, at 52 percent of the demographic total, no longer will represent a significant majority. At 62 million, African Americans will have a powerful influence on all areas of American life.  
(*Minority Market Alert*, Feb. 1996)
- During 1995, the percentage of home buyers choosing adjustable rate mortgages continued to climb, reaching 36 percent for the year, in comparison to 30 percent who chose them in the previous year. In Chicago, for example, adjustable rate financing was the method of choice for 42 percent of buyers, up sharply from 28 percent in 1994.  
(*Research Alert*, Feb. 1996)

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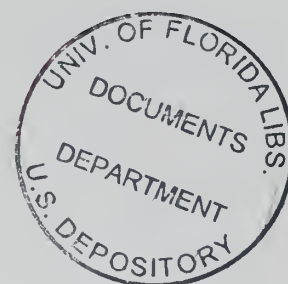
The United States Army Recruiting Command

# Recruiter Journal

VOLUME 49, Number 4

April 1996

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## Correction

MG Kenneth W. Simpson received a Distinguished Service Medal at the Feb. 9 change of command, not a Legion of Merit as was reported.

## Extremist organizations

Recent events require reemphasizing the importance of the Army's policy on extremist organizations as articulated in AR 600-20, Army Command Policy, paragraph 4-12.

Activities of extremist organizations are inconsistent with the responsibilities of military service. Therefore, soldiers are prohibited from actively participating in extremist organizations.

Activities of extremist organizations are those which:

- Espouse supremacist causes.
- Attempt to create illegal discrimination based on race, creed, color, gender, religion, or national origin.
- Advocate the use of force or violence, or otherwise engage in efforts to deprive individuals of their civil rights.

Active participation in extremist organizations includes but is not limited to:

- Participating in public demonstrations or rallies.
- Knowingly attending a meeting or activity while on duty, when in uniform, or in violation of an off-limits sanction or commander's order.
- Conducting fund-raising activities.
- Recruiting (including encouraging other soldiers to join) or training members.
- Organizing or leading extremist organizations.
- Distributing literature on or off a military installation.
- Participating in any activity that is in violation of regulations, constitutes a breach of law, or is likely to result in violence.

Passive participation in extremist organizations is strongly discouraged.

Passive participation is defined as mere membership, receiving literature in the mail, or mere presence at an event.

Commanders and leaders will take the following actions to discourage soldiers from passive participation in extremist organizations:

- Educate soldiers on the Army's policies and emphasize that soldiers holding views contrary to the concept of fair and equitable treatment for all should seriously reconsider their position.
- Counsel and advise soldiers that membership in extremist organizations is incompatible with military service and that their membership:
  - Will be considered during performance evaluations and when selections for leadership or responsible positions are made.
  - May be the basis for the loss of a security clearance, a reclassification action, a bar to reenlistment, or involuntary separation.
  - Could lead to disciplinary action under the Uniform Code of Military Justice for conduct that violates military law.
- Deny requests for the use of recruiting facilities by organizations that engage in discriminatory practices.
- Identify and initiate action to impose off-limits restrictions on off-post facilities that pose a threat to the discipline, health, morale, safety, or welfare of military personnel in accordance with AR 190-24, Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations.
- Identify and order soldiers not to participate in specific events sponsored by extremist groups when there is a reasonable likelihood that participation would lead to activities that are illegal or otherwise prejudicial to the good order and discipline and morale of their command.

Actions taken by commanders must be appropriate to the specific facts of a case and will be coordinated with the

Brigade Judge Advocate or the Office of the Staff Judge Advocate.

Questions from the news media on this issue will be referred through Advertising and Public Affairs channels to this headquarters.

MG Alfonso E. Lenhardt  
Commanding

## Additional requirements for Delta recruiters

In addition to the requirements published in the March *Recruiter Journal*, the following are also prerequisites:

- No limitations to profile.
- Possess PMOS 79R.
- Minimum 12 months successful station commander time.

Interested recruiters should mail a copy of their DA Forms 2A and 2-1, last three NCOERs, DA photo, and contact numbers to:

Recruiting Team  
PO Box 70149

Fort Bragg, NC 28307

or fax copies to commercial phone (910) 396-0607 or DSN 236-0607. For further information contact the Recruiting Team at (910) 396-0649 or DSN 236-0649.

## Good ideas

The Army Ideas for Excellence Program is still awarding people for good ideas. So far in this fiscal year, we have given awards of \$8,333.57, \$4,724.71, \$3,885.70, and \$1,851.53, plus numerous smaller awards. So put your good ideas in now and receive a premium item (gift) for your submission, and if they are approved you will receive an award.

Complete a DA Form 1045 and send it to your battalion or brigade coordinator. Good ideas make USAREC a better place to work and we can only do that with your help, so suggest now.

POC at USAREC headquarters is Larry Cox, (502) 223-3735, ext. 6-0297.

## New URL for Army Homepage

The URL for the USAREC Home Page on the Internet is now in effect. It is:

<http://www.goarmy.com>

We recommend you update your bookmarks on your web browsers to reflect this change.

## Guidance on HIV policy

The National Defense Authorization Act for Fiscal Year 1996 contained a provision that requires the discharge of servicemembers who test positive for HIV. The provision required that separation from duty be made within six months of the diagnosis or the enactment of the legislation, whichever came last. The provision allows HIV-positive servicemembers who are within two years of retirement to stay on active duty until they retire. The President signed the legislation on Feb. 10.

The policy has not yet been implemented. According to a Department of Defense news release dated Feb. 14, the administration supports legislation that has been introduced in Congress to repeal the provision.

Until this matter has been resolved, it would be inappropriate for recruiting personnel to speculate on the outcome or the effects of implementing the policy if that were to occur. Refer all media and public inquiries on this topic to the Department of Defense public affairs office at 703-697-5131.

POC for additional guidance is Mr. Douglas Smith, (commercial) 502-626-0164 or DSN 536-0164.

## US Army best, but eighth largest in the world

Americans recognize their Army as the strongest in the world; however, in terms of size, a new publication says, it is only the eighth largest. That determination comes from a book called, *The Military Balance 1995-1996*. The ac-

tive end-strength figure used for this comparison is the 495,000 endstate the Army will reach by the end of this fiscal year. At current levels, the Army would be fifth largest.

Here are the top eight active-duty armies in the world by personnel:

China	2,200,000
North Korea	1,000,000
India	980,000
Russia	870,000
South Korea	520,000
Viet Nam	500,000
Pakistan	500,000
United States	495,000

## Army News Service

### Parachute team tryouts

The US Army Parachute Team is accepting applications for team tryouts to be held in the fall. All participants who desire to become members of the USAPT must meet the following prerequisites:

- Be a volunteer.
- Be a qualified military parachutist (or agree to attend jump school upon assignment to the team).
- Hold a valid class "C" international parachuting license or equivalent (waiverable by the USAPT commander).
- Must be on active duty; soldiers selected for the team must have three years of service remaining on assignment to the USAPT.
- Have no bar to reenlistment, including ineligibility to reenlist under AR 600-200, Chapter 4.
- Include a statement of understanding and compliance with the Army's policy concerning drug use.

Soldiers meeting the above prerequisites must submit a detailed application along with an official Department of the Army photograph and other required items to:

U.S. Army Parachute Team  
ATTN: Administration Section  
P.O. Box 70126  
Fort Bragg, NC 28307-0126

All applications must be neat, typed, and submitted no later than June 6. Individuals selected to attend the tryout program will be given a letter of acceptance that will include a fund cite for use in preparing temporary duty status orders. Participation in tryouts is funded by the USAPT at no cost to the soldier's parent unit.

For more information call SGM Randy Carpenter or SFC Don Pinnacle at (910) 396-4800/4828/4622 or DSN 236-4800/4828/4622.

## FY 95 Success 2000 Stations

The following recruiting stations made mission box in FY 95:

### San Antonio Battalion

Uvalde RS  
Brownsville RS  
Seguin RS  
Westlakes RS  
Northeast RS  
San Angelo RS

### St. Louis Battalion

Jacksonville RS  
Litchfield RS

The above recruiting stations were listed under the wrong battalion in the December *Recruiter Journal*.

## Election year guidance

As a matter of long-standing, DOD does not engage in activities that could be interpreted as endorsing partisan political causes, issues, or candidates. Accordingly, USAREC facilities may not be used by any candidate (incumbents or those seeking office), members of their staffs, or their campaign representatives for:

- Political assemblies or meetings.
- Media events, including speeches.
- Fund raising social events for political candidates, parties, or causes, regardless of the sponsorship.
- Press conferences.
- Any other activity that could be construed as political in nature.



## Company Leadership Teams

by CSM Ernest H. Hickle

***There are three types of people in this world: those who make things happen, those who watch things happen, and those who wonder what happened.***

Sometimes we get so involved in our day to day grind that we forget what our real job is and how it impacts others. We sometimes forget that every soldier in USAREC is a leader, from the detailed recruiter to the commanding general. I'm sure you remember your leadership training from past military schools. We were taught that leadership is the process of influencing others to accomplish the mission. This is done by applying leadership attributes of training, leading, directing, and motivating.

Management and leadership are considered the same by some people. However, leadership is actually the vision of what needs to be done and being responsible for getting it done. Leaders lead people and managers manage paper. Why is it that some units, although heavily missioned with few resources, are always successful, and some units, with everything they need to succeed, still fail on a regular basis? It comes down to leadership. Not all managers make good leaders and not all leaders make good managers. It takes an even balance of both management and leadership to accomplish the mission in the most efficient manner.

USAREC prides itself on having the right soldier in the right job at all levels. The selection process for our CLTs (first sergeant and company commander) is very critical to the unit's success. The soldiers in this great command expect and deserve good leadership. USAREC gets the "best of the best" from the ranks of each career field to achieve our mission. These soldiers are NCOs and are used to leading a squad, platoon, or section. Leadership at the CLT level directly influences the entire unit's ability to make the mission. Therefore, leaders at the CLT level should *empower* their station commanders and allow them to command their station. As someone once said, "When people are empowered, there are no limits."

Just as station commanders are responsible for everything that happens, or fails to happen, within their recruiting stations, the company commander and first sergeant are responsible for everything that happens, or fails to happen, within their recruiting company. The commander of today must be multi-talented. They must be able to react quickly to changing conditions and always have a contingency plan. In order to do this, they must understand every aspect of the recruiting process. Commanders need to be *involved* and *proactive*. Soldiers don't respond well to reactionary leadership. Recruiting company commanders have a very difficult task. They must know their units' strengths, weaknesses, personnel, and above all they must understand their mission and determine how to best manage their resources. We are in the people business; therefore, commanders must get to know their soldiers as well as leaders (e.g., COIs, VIPs) within the recruiting company's community.

Commanders must be in constant contact with their subordinate leaders in order to determine unit morale, resources, attitudes, market changes, living and working conditions as well as the competence and efficiency of their recruiting force. Good commanders will involve their subordinate leaders in the decision making process in order to build unit cohesiveness that results in motivated, mission-oriented leaders.

Since the role of the commander is to manage the force, it is then the first sergeant who provides most of the leadership for the company. First sergeants are the senior recruiting expert in the company. They achieved their status through recognition of their past performance and leadership ability. The first sergeant's primary function is to lead, train, direct, and motivate the station commanders. By training the station commanders, the first sergeant can now hold them responsible for training their recruiters



and achieving their mission. It is also the first sergeant who ensures that all soldiers maintain their basic military skills in addition to an adequate level of physical fitness. The first sergeant assists the company commander in identifying future station commanders and mentoring them for their future duties and responsibilities.

The goal of every first sergeant should be to build a strong recruiting team and develop a sense of responsibility and urgency within the company. Unit standards must be established, agreed upon by the CLT, communicated, and strictly enforced. Interaction between team members should be encouraged. Recruiters should help each other rather than considering each other as the "enemy." Station commanders should work together sharing ideas, concerns and solutions to problems. It's the responsibility of the first sergeant to develop this team player attitude among his soldiers. People on a team strive for the same goal(s).

Almost every decision that a first sergeant makes affects the recruiter in the foxhole. The only way to make correct decisions is to know your team members. First sergeants must make decisions and enforce standards daily. Each and every decision must be made with the best interests of the team members in mind. This doesn't mean that you have to take the "nice-guy" approach. Popular decisions are not always the best decisions. But, if the CLT has properly trained and motivated their team, the team will know that you made the right decision for the given situation.

When your team knows that you are looking out for their interests, they will do everything within their power to meet the set standard. Your recruiters and station commanders will go that "extra mile" to ensure your success.

Treat NCOs like the competent adults, soldiers, and leaders that they are. Give them the ball and let them run with it because even Emmitt Smith fumbles the ball on occasion. But the coach always gives him the ball so he can try again. A good coach knows that Emmitt will succeed more often than fail. NCOs are grown men and women with homes, children, cars, checkbooks, and credit cards. They are more capable of accepting responsibility than we give them credit for. Give them the ball and watch them gain yardage. If we give the ball to the same person all the time, sooner or later that soldier will get too tired to run the ball and the other team members will not feel capable or appreciated.

As the first sergeant and company commander of a recruiting company, your job is very demanding and very difficult at times. Regardless of how many new commanders, philosophies, programs, computers, managing systems, or mottoes USAREC inherits, the one thing that will always stay consistent is the fact that we are in the "people business." Recruiters must talk to as many people as they possibly can each and every day. Understanding that we are selling an intangible product, we are selling an image,

***If you think about it, some recruiter or station commander out there right now will be a USAREC command sergeant major some day.***

concept, program or enlistment option. Recruiters must sell with true *pride, conviction, believability*, all of which come only from the heart. In order for them to sell with these attitudes, these attitudes must be fostered.

Prospects will always have the right to say no, but with proper leadership, training, direction and motivation from our CLTs, recruiters will stop producing out of fear and start producing out of loyalty. Inevitably, more prospects will say, "Yes, SGT Recruiter, I want to be what you are, a *soldier*. I too want to belong to a team like yours. I want to belong to a team with great leaders who can lead me, train me, motivate me, and direct me to achieve my future goals."

First sergeants and company commanders need to be as good or better than any leader their soldiers have ever had. They must mentor their subordinates to lead the Army of the future. We can all remember a leader or two from our past for whom we had little or no respect. Consciously or unconsciously, we said to ourselves, "Man, if I were in charge, I would do it this way," or "If I were in charge, I would let the NCOs do their jobs." It's imperative that you don't become the leader you said you would never be.

Respect can be demanded but the chances of getting it this way are very slim. Respect comes from your abilities as a leader of men. It comes from your competency, efficiency, care, and concern for soldiers. Isn't that the type of leader you want to be? If you think about it, some recruiter or station commander out there right now will be a USAREC command sergeant major some day. Don't we owe them good leadership from which they can themselves become better leaders? Shouldn't we lead, train, direct, and motivate them to be the leader who makes things happen? Don't we owe it to those soldiers to train them for that future assignment *now*?

**Comments or suggestions for future topics?  
Contact MSG Alexander at 1-800-223-3735,  
ext. 6-0133.**



# “A Very Productive February”

by MAJ John R. Nicholson  
Force Integration and Management Branch

**February** was a very busy and important month for USAREC. The command said goodbye to MG Kenneth W. Simpson and welcomed our new commander, MG Alfonso E. Lenhardt. In addition, COL Richard Teters, former director of Resource Management and Logistics, became the new USAREC chief of staff. It also proved to be an important month in terms of USAREC's reengineering effort. The following reengineering events occurred in February:

## Field Sampling

On Feb. 1, a sample group of 14 individuals came to USAREC headquarters to hear about the proposed reengineering initiatives. Each brigade was asked to provide personnel for the group, which ultimately consisted of a battalion staff NCO, a first sergeant, a company commander, and 11 field recruiters (both RA and USAR). The group received a JRISS demonstration and presentations from both the Advertise and Logistics process design teams. The overall reaction was one of enthusiastic support. The logistic initiatives covered in the March *Recruiter Journal* article, “Reengineering: A View of the Future,” received particularly strong support.

## Offsite Conference

On Feb. 15-16, 1996, COL Teters hosted an offsite conference at Fort Mitchell, Kentucky. Thirty-five personnel attended the conference, the bulk of whom were process owners, subprocess owners, process analysts, and steering committee personnel. The conference focused on USAREC's processes and how they interrelate. The Recruit, Advertise, Research, and Recruiting Lab processes were grouped under “Operations,” while Personnel, Logistics, Information Systems, and Command and Control were grouped as “Support.” These groups reviewed several scenarios trying to determine the best solutions for a reengineered USAREC. The offsite group discussions resulted in the realization that many members of the command had some real concerns with the reengineering effort and how it would effect them. This concern prompted COL Stewart K. McGregor (former Chief of Staff and currently heading up the reengineering report and briefing effort) to send a memorandum throughout the command (via cc:Mail) concerning reengineering.

## Misconceptions


The Feb. 21, 1996, memorandum addressed some of the misconceptions concerning reengineering. They included:

*That reengineering is occurring in a vacuum.* Reality is, reengineering has from the start been publicized throughout the command in *Recruiter Journal* articles, bulletins, information papers, briefings, sensing sessions, and personal interaction. The bulk of the work is being completed by design teams, comprised of individuals from every process area of the command. Field representatives are not in the design teams at this time because we have started with reengineering the headquarters first, and have, so far, looked only conceptually at the field. Once we get into a detailed review of the entire command, we will ensure there is field representation.

*That USAREC is facing immediate, dramatic changes.* Reality is, dramatic change is the goal of reengineering. However, change will only occur after long, hard thought is given to how to accomplish the change, in a reasonable manner, in order to ensure its success. The actual implementation of reengineering initiatives will be phased in over an appropriate period of time. Some initiatives could begin to be phased in within months, while others may take as long as two to five years to complete. Also, some initiatives will require feasibility testing.

*That my job is going away.* Reality is, jobs will go away. However, it is the intent of the command to keep as many of the current civilian employees as possible. This will be accomplished through converting military positions to civilian slots, training civilians for new or redesigned positions, and through normal attrition brought about by retirements, promotions, moves, etc. These issues will be worked closely with the USAREC union. The primary personnel goal will be taking care of people while accommodating change.

*That USAREC is going to take a 30 percent reduction.* Reality is, we don't know how many cuts we may be forced to take in the future. However, reengineering allows us to determine how we can best accomplish our mission and, if we do it right, justify our requirements. If we don't reengineer, we will clearly be setting ourselves up for the eventual mandated cuts. We utilized a 30 percent cut as a *mental drill* during the offsite conference. This was an attempt to work through a worst case scenario and to force “out of the box” thinking. We are not facing a 30 percent cut at this time, and we hope we never will.

As a result of the past six months of work, culminating with the offsite conference, the staff prepared a Reengineering Concept Brief, which was presented to MG Lenhardt in March. The CG is currently expected to provide further guidance concerning the reengineering effort. The next reengineering article will address the CG's guidance and what's next for reengineering. 



When recruiters dial 9-1-1, it's...

# FSCs to the rescue!

by Anita Horky

5th Brigade Advertising and Public Affairs

***Above all, Family Support Coordinators exist to help recruiters.***

**When** USAREC created the battalion family services coordinator (FSC) position in 1992, it was to assist with health benefits and family support groups.

"It snowballed from that to 37 duties," said Judi Canady, 5th Brigade's family services coordinator.

The battalion FSCs do spend a lot of their time helping soldiers and family members with their health care needs.

But they also have a variety of other duties, to include volunteer management, training, family advocacy, Army Career and Alumni Program, Retirement Services, Exceptional Family Member Program, counseling referrals, and disaster preparedness. They also plan activities for children and spouses at the annual training conference and coordinate all aspects of the annual family symposium.

Above all, FSCs exist to help recruiters.

One FSC received a phone call from the battalion commander just as she returned home from work. A soldier's sister had died and the funeral was out of state. The FSC spent the night on the phone with Army Emergency Relief in Washington, D.C. Finally, at midnight, the FSC had everything lined up for the soldier to fly out at 6 a.m.

Another FSC, within ten minutes of knowing the need, helped a recruiter schedule outpatient surgery at a military treatment facility the same day. Still another convinced a physician who did not accept CHAMPUS to see a soldier's pregnant wife so she wouldn't have to drive two hours to the nearest military treatment facility for care.

And one FSC works closely with physicians and clinics in areas where there are no military installations



Virginia Curry (seated), Houston Bn FSC, and Judi Canady, 5th Bde FSC, plan the brigade's annual family symposium. (Photo by Anita Horky)

nearby. She clarifies any restrictions beforehand and ensures paperwork is handled appropriately so soldiers can receive hassle-free health care.

"This is not a nine-to-five job," said Teresa Nantz, San Antonio Battalion FSC.

"A lot of times we can't do little things during the day because the phone's constantly ringing and people are dropping in," she said. "We have an open door. You may be working on something, but you're stopped ten times during a day. You start it again and then you get stopped again."

There are also phone calls at night. And when the FSCs are TDY, they solve problems long-distance.

With health benefits training, family symposiums, annual training conferences, after-action review conferences and other requirements, FSCs spend about 50 percent of their time out of the office, Canady said.

"I go out on command inspections to assess where and when my services are needed," Nantz said. "I go to each company. This is my time to meet one-on-one with the recruiters and station commanders."

In addition to traveling, much of the work involves endless phone calls. FSCs talk and coordinate with health care providers, charities, counseling offices and emergency relief agencies. When tragedy strikes, the FSC is there.

Once, when a recruiter's home burned two days before Christmas, the FSC set up a fund for donations. The entire unit worked together to provide the soldier with new presents and necessities.



**Vicki Hamm, Oklahoma City Bn FSC, holds stuffed bears collected by the Red Cross for the children of soldiers and civilians killed in the bombing of the Murrah Federal Building. (Photo by Cheri Avigne)**

After a flood destroyed another soldier's home, the FSC and family support group helped the family relocate and replace belongings.

And, after the bombing of the Alfred P. Murrah Federal Building, the Oklahoma City Battalion FSC did whatever she could.

"I treated the victims of the bombing the way I hope my family would have been treated had I been killed," said Vicki Hamm, who had worked in the battalion for 24 years but had been in the FSC position for less than a month when the bombing occurred.

"I knew how important it was to support those family members. They had to know the Army cared about them and we couldn't forget them."

Following the explosion, Hamm worked around the clock, assisting victims' families and visiting those hospitalized.

She provided transportation for families, coordinated with relief agencies, tracked donations and did anything else that was needed.

"It's very emotional. It takes a lot out of you," she said. "But, with God's help, it's almost like you just rise to the occasion. You see the need and you know that you have to take care of these people."

***"If you don't have a happy home life, you're not going to be successful as a recruiter. You've got too many things on your mind to worry about what's happening at home."***

"There was never any question in my mind that I was going to attend every funeral, tree planting, and school assembly," Hamm said. "I was going to be there for those families."

Despite the demanding work and long hours, the FSCs in 5th Brigade enjoy helping soldiers.

"They all love their jobs," Canady said. "They love the soldiers, they love the Army, and making sure people are being cared for."

And when soldiers' needs are met, everyone benefits.

"Quality of life and recruiting go hand-in-hand," Nantz said. "If you don't have a happy home life, you're not going to be successful as a recruiter. You've got too many things on your mind to worry about what's happening at home."

"To me, if we [FSCs] can alleviate that part for the recruiters, they should be more successful," she added.

With that in mind, the FSCs conduct annual battalion family symposiums, which address the concerns of soldiers and family members. These forums are not full of disgruntled spouses complaining, Canady said.

"For every issue brought up at a family symposium, there's also a solution," she said.

Issues discussed at the battalion level are passed on to the brigade, USAREC and even the Department of the Army family symposiums. Laws and regulations have been rewritten because of the issues raised by family members, Canady said.

"USAREC has a motto, *Recruit soldiers but retain families*," she added. "If you don't retain the family unit, you're not going to have a successful recruiter."



**Janice Conrad, St. Louis Bn FSC, talks to recruiters at the unit's annual training conference. (Photo by Abida Johnson)**



# The tremendous reservoir that is USAREC

*One third of his Army career has been given to the Recruiting Command; after 30 years of service, COL Stewart K. McGregor is retiring to his farm outside Lexington, Kentucky. Now a special project officer for the commanding general, McGregor served as chief of staff for USAREC's command group for the past four years. Before serving as a recruiting battalion commander twice, deputy brigade commander and then commander of the 6th Recruiting Brigade, as well as commander of the (Provisional) 3d Recruiting Brigade, McGregor served with infantry, artillery, and armor TOE units. He put his last 10 years with USAREC into perspective with the "warrior background" of his first 20 years in the Army.*



## **On USAREC**

"It's almost a no-brainer, talking about the importance of USAREC. In my own view of the world, the importance of USAREC to the Army and our nation is critical and can never be understated. It all starts here — the strength and quality of the Army as we know it is critically dependent on USAREC's meeting its assigned goals, in both the quality and the numbers of young people.

"As goes USAREC, so goes the Army; as goes the Army, so goes the nation. I don't think that analogy is too much of a walk to make."

## **On quality of life**

Recruiters are our most precious asset; therefore, everything we do should be geared to their support. The Army has given us its best NCOs, while we have given them the toughest, most thankless job in the Army. We should be aware of this fact and do everything we can to support them and their families.

"In my time as chief of staff, I have been gratified to see new initiatives for quality of life — unit ministry teams, family support coordinators, and very soon family advocacy program managers. Most of these initiatives came during the watch of MG Ken Simpson. The result has been the best quality of life the people of this command have ever enjoyed. Can we do more? The answer, I believe, is absolutely yes. We must continue to resource our QOL programs until the recruiting force and their families achieve parity with the rest of the Army."

## **On NCO leadership**

"It was the senior cadre recruiters who taught me the business, and who taught me a lot about soldiering as well. The professional non-commissioned officers in this organization are multi-talented, with tremendous leadership skills. To be a leader in USAREC is significantly more challenging than being a leader in the TOE world, and I say that based on my first 20 years in that TOE world. The leadership challenge here [in USAREC] is multi-dimensional. They must be technically proficient as well as tactically proficient, which all NCOs should be, but a recruiter's sales skills are very complex.

"We have the best sales force in the world. Do you know that almost 80 percent of the troops we have in boots today said no to their recruiter at least once? We have empirical data that says the average recruit has said no three or four times to his or her recruiter before deciding to enlist. If that's not called a 'hard sell' I don't know what is. Doesn't that tell you how good our sales force is?

"They must be computer literate; with our emerging automation systems, this will become a basic requirement. Many are mentors — coaches, assistant teachers, counselors to many young people 'at risk' and they've turned them around to become good soldiers, good citizens. Those young people make that change primarily because they believe their recruiter cares about them. They trust their recruiter is genuinely concerned about their future, and they ultimately join the Army because of that trust. The rest is relatively easy. Because the Army is a good place to get an edge on life, young people mature and become better soldiers, citizens, and human beings.

"All of this 'goodness' happens because the recruiter genuinely cares about this young person's future. What a neat story — it's been rewarding for me to be a part of it. And remember, most recruiters are married with families of their own — that takes a tremendous reservoir of compassion and caring, to give that level of concern to someone outside your immediate family. And our recruiters do it every day. It's part of their ethos.

"Our recruiters have a tremendous work ethic. This is not like any other assignment in the Army. They work long hours, nights, weekend, and they don't do it on their own turf; they work out of their comfort zone in malls and schools, parks, playgrounds, arcades, anywhere young people gather. Very few times do they actually get to sell the Army in their recruiting stations.

“They have great mental discipline — in spite of the long hours and tons of rejection, they just keep at it — leading with their chins, remaining upbeat. They know they have to be positive and motivated, to share their enthusiasm for the Army.

“Recruiting is stressful. When the cracks begin to show, they’re large cracks, because recruiters keep things bottled up, trying to stay positive. My solution: the old tried and true physical training. I’ve never seen an overly stressed recruiter who had a good PT program. Exercise is a great stress reliever. Given the tremendous mental pressure being a recruiter entails, we need to make time for physical exercise.

“Our recruiters are true professionals in every sense of the word: They look good, they speak well, they conduct themselves as professionals. To say they are polished is not stretching the truth. They are truly multi-talented. Our officer leadership is very fortunate in that sense; they are working with the best the Army has to offer.”

### ***On bosses***

“I have had the great good fortune to work for four great generals — Ono, Carney, Wheeler, Simpson — and I learned something more about this business from each of them. I am convinced that each was the right person at the right time to be commanding general, as I am equally sure MG Lenhardt will move this command forward.

“The commonality those fine senior officers brought to this command was that they all genuinely, truly cared about the people in this organization, each in his own way. I am honored to have had the opportunity to serve with them.”

### ***On the headquarters staff***

“They are competent, caring, and professional. The officers, NCOs, and civilians who work here are true professionals, and I think the same can be said about the battalion and brigade staffs.

“It was the initiative of CSM Hickle to put cadre recruiters on the staff, and I think it was an excellent idea. It has added a lot in getting a good recruiter’s perspective on everything we do here. Every functional area on the staff has one or more 79Rs, and that’s good. They give our staffwork the ‘common sense’ test. If an action officer’s project doesn’t pass muster with a cadre recruiter, the officer should relook his or her initiative.

“In sum: professional, quality people doing tough, critical jobs. I have never enjoyed working with a bunch of people more, and I’ll miss them a lot when I leave, as I’ll miss recruiting and the command.”

### ***On USAREC officer leaders***

“Over the years I have observed company commanders through brigade commanders and they’ve done a great job, but DA has not recognized that great job. This command continues to not receive its fair share of promotions and school opportunities. And until DA fixes this shortfall, they’re really speaking out of both sides of their mouths. To command a unit in USAREC is every bit as critical, as difficult, and certainly as important to the Army and our nation as it is to command a TOE or TDA company, battalion, or brigade.

“The DCSPER in recent months has tried to fix some of this problem by centralizing the battalion and brigade command selection boards, so we’ll have to wait and see what those outcomes are. Recruiting is not warfighting, but it’s just as demanding, if not more so, to command at any level in this organization.”

### ***On our mission***

“Over the past couple of years, we have significantly expanded the number of missions that this command is responsible to accomplish for the Army. We now can be truly called, in the fullest sense of the words, ‘the Army’s recruiter.’ Many of these missions are new, like AMEDD and the Reserve chaplain recruiting, and it’s too early to tell what our success will be. But there’s no doubt in my mind, just like we have done with the Regular Army, the Army Reserve, and the other special missions that the Department has asked us to recruit for, we will be successful in the expanded role of this command.”

### ***On reengineering***

“We have been very effective, but I am not sure how efficient we have been in accomplishing our missions. I am concerned that, from a business perspective, the cost of recruiting a new soldier has been increasing significantly over the past several years. We have to fix that if we are to remain competitive. Our write rates have fallen, our DEP losses have increased, and yet the most recent YATS study shows that propensity has bottomed out. It’s low, but it’s bottomed out. Now we have got to increase our productivity if we’re going to remain effective, competitive, so we are both efficient and effective as an organization.

“Now to do this, the command is reengineering itself. While that is in the initial stages and we’ve really only looked at the headquarters and have yet to look to the field, we already see there are numerous places we can become more efficient. We can become more streamlined to make ourselves more efficient, more effective, and we need to do that. We also need to use the leveraging effect of technology, specifically information technology, and such systems as JRISS and the other automation support that’s evolved, if we’re going to successfully recruit the Army of the 21st century.

“We know modern recruiting started in 1973, with the end of the draft. We know that we did okay until 1979, when we missed both our quality marks and our volume mission. We reengineered ourselves then under GEN Max Thurman, and since then we have been very successful as an organization, never failing the department. And we have to continue that as we finish the decade and go in to the 21st century.”

### ***In conclusion***

“Nobody thought that the grand experiment of the All-Volunteer Force was going to work, but it has. And it’s really worked beyond our wildest dreams. We now have new challenges ahead of us, if we are going to continue to be the very successful organization that we have been in the past 15 years.

“And if I had it to do all over again, I’d love to do it. I’d like to turn the clock back 10 years and do it one more time.”



# Don't hit!

by Marty Skulas, USAREC Personnel Directorate  
Soldier Family Assistance Branch

**We enlist** young men and women into our Army from all walks of life, across the fifty states, territories and possessions, and wherever troops are stationed. These young Americans bring with them the strengths, talents, skills, and vitality that are absolutely essential to fielding an effective fighting force during the waning years of this century and into the next.

These young soldiers also bring with them their system of personal values which has been shaped throughout the experiences of a lifetime. Unfortunately, not all of those experiences have been positive ones. While some have been brought up in a nurturing, supportive environment, others have succeeded despite their environment.

Soldiers who grew up in families where child abuse and neglect were present are more likely to act in the same way towards their own children. Habits and attitudes are shaped early in life and if a soldier or spouse was a victim of neglect or abuse, those behavior patterns are viewed as "normal" from their perspective. My favorite public display of these behavior patterns is a parent who, in breaking up a fight between two kids, yells "Don't hit your brother!" while administering a swat of his or her own.

Learning does not end when people become adults. Young soldiers learn very early in their military career which attitudes and behaviors will be tolerated and which will bring swift correction from their leaders. Establishing an environment in the unit that promotes healthy families and that will not tolerate child abuse or neglect is a leadership imperative. In some cases, military parents lack the skills necessary for raising children. That's when enrollment in parenting classes taught in civilian and military communities is a must. In other cases, ignorance of the definition of child abuse or neglect is a cause of problems. That's when unit training is needed. In those cases where child abuse or neglect is deliberate, commanders must take swift, appropriate action to protect the children involved and



*In those cases where child abuse or neglect is deliberate, commanders must take swift, appropriate action to protect the children involved and show that child abuse will not be tolerated. In this learning experience, actions really do speak louder than words.*



show that child abuse will not be tolerated. In this learning experience, actions really do speak louder than words.

Are there cases of child abuse or neglect in USAREC? The answer is, unfortunately, yes. In fiscal year 1994, there were fourteen confirmed cases. In 1995, there were twelve, and so far we have had ten cases reported in fiscal year 1996. The question is whether cases of child abuse or neglect are on the rise or whether we're getting better at identifying and reporting the problems.

On a military installation, when a case of abuse or neglect is reported to the military police, unit commanders are notified immediately. The same is true when children are treated in military hospitals or dental clinics, and child abuse is suspected. In USAREC, notification may travel through different routes. The best case scenarios are when commanders are notified directly by the soldiers involved. Other notifications happen when civilian law enforcement, hospitals, or dentists contact state child welfare agencies or nearby

***Habits and attitudes are shaped early in life and if a soldier or spouse was a victim of neglect or abuse, those behavior patterns are viewed as "normal" from their perspective.***

military installations who later pass the information to military channels. Once the recruiting company or battalion commander is informed of a suspected or actual case of abuse or neglect, the case must be reported in an Incident Report to the USAREC Security Office. Appropriate actions then follow, ranging from closure of the report as unsubstantiated, to treatment, or to disciplinary action.

April has been designated Child Abuse Prevention Month with the 1996 theme, *Constructing Creative Solutions to a Community Problem*. USAREC is taking positive steps to construct creative solutions to problems of child abuse or neglect. Family services coordinators (FSCs) have been hired at all battalions and brigades to act as the commanders' principle staff officers in matters pertaining to child abuse or neglect cases. While the FSCs are not expected to actually conduct family counseling for offenders or do crisis intervention, they do coordinate treatment and follow-up provided by military and civilian mental health providers. The brigade FSCs double as Family Advocacy Program (FAP) managers for their units, maintaining statistical data for the commander and, more importantly, arranging training for the education and prevention of child abuse as well as classes on family wellness and stress management. The FSCs, working in conjunction with the brigade chaplains, bring a wide variety of resources within reach of commanders during the Annual Training Conferences and throughout the recruiting year.

Another proactive measure taken by USAREC to highlight the command's stand on prevention of child abuse is to address the topic during the Army Recruiting Course and at all pre-command courses. Dwayne Ferguson, the USAREC FAP Manager, tells it straight when addressing soldiers attending the courses. Child abuse has a big, negative impact on the recruiter, the station, the company, and their ability to accomplish the recruiting mission. Training time and other measures taken by commanders to educate their soldiers about child abuse prevention enhances the unit's ability to achieve mission.

The newest measure being introduced by USAREC is the Risk Reduction Program. Child abuse prevention is only one of several concerns addressed in this multi-disciplinary approach to creating a unit environment favorable to a better quality of life and recruiting success. Soldiers complete surveys assessing the environmental needs of the unit. Tailored programs are then offered to the unit commander to help remedy any shortcomings or address the needs presented by members of the unit. More on this creative program will follow.

During April, we can all take a good look at the way we do "business" at home and at work. If we see a need to get busy in the child abuse prevention arena, the resources are there with which to get help. Raising USAREC's children in a healthy home environment helps get the recruiting job done today and prepares our children to take their places as tomorrow's parents and, possibly, *tomorrow's soldiers*. ☺

## **TRAITS OF A HEALTHY FAMILY**

*Each year the month of April focuses on preventing child abuse. The theme for 1996 is "Constructing Creative Solutions to a Community Problem." The book, Traits of A Healthy Family, by Dolores Curran, offers creative solutions in helping families to help themselves toward preventing those negative events which cause dysfunction and to capitalize on the inherent strengths of their own families. The following are 14 traits of a healthy family, as described in Ms. Curran's book:*

### **1. Communicating**

- The healthy family communicates, listens, and responds.
- The family exhibits shared responsibility and authority.
- The family has control over television.
- The family recognizes nonverbal messages.
- The family encourages individual feelings and independent thinking.
- The family recognizes turn-off words and put-down phrases.
- The family develops a pattern of reconciliation.
- The healthy family values table time and conversation. (The best way to discover the health of a family is to eat a few meals with them.)

### **2. Affirming and Supporting**

- The parent(s) has good self-esteem.
- Each family member is expected to affirm and support the family.
- The family realizes that support doesn't mean undue pressure.
- The family's basic mood is positive.



### 3. Respecting Others

- The family respects individual differences within the family.
- The family knows that self respect means just that — respect for self.
- The family accords respect to all groups.
- The family respects individual decisions.
- The family shows respect to those outside the family.
- The family respects the property of others.

### 4. Trusting

- The spouses trust each other deeply.
- The children are gradually given more opportunity to earn trust.
- The family doesn't break trust for the amusement of others.
- The family realizes that broken trust can be mended.
- A parent, as well as the child, is trustworthy.

### 5. Sharing Time

- The family pays heed to its need to play.
- The family recognizes its stress level.
- The family doesn't equate play with spending money.
- The family uses play and humor positively.
- The healthy family shares leisure time.
- The family keeps its collective leisure time in balance.
- The family prioritizes its activities.
- The family prizes opportunities to spend time alone with individual members.
- The family plans how to use its time.

### 6. Balancing Interaction

- The family does not allow work and other activities to infringe routinely upon family time.
- The family actively discourages the formation of coalitions and cliques within the family.

### 7. Fostering Responsibility

- A parent understands the relationship between responsibility and self-esteem.
- The family understands that responsibility means more than doing chores; it also means sensitivity to the concerns of others.
- The family gears responsibility to capability.
- Responsibility is paired with recognition.
- The family expects members to live with the consequences of irresponsibility.

### 8. Enjoying Traditions

- The family treasures its legends and characters.
- The family makes conscious efforts to gather as a unit.
- The family views itself as a link between the past and the future.
- The family honors its elders and welcomes its babies.

- The family cherishes its traditions and rituals.

### 9. Teaching Morals

- Spouses share a consensus of important values.
- The parent teaches clear and specific guidelines about right and wrong.
- Children are held responsible for their own moral behavior.
- The family realizes that intent is crucial in judging behavior.
- A parent helps children to live morally.

### 10. Respecting Privacy

- The family looks forward to the teen and separating years.
- The family moves from a base of parental rules to one of mutually negotiated rules.
- The family respects each other's friends.

### 11. Valuing Services

- The family is basically empathic and altruistic.
- The family serves others in concrete ways.
- The family seeks to simplify its lifestyle.
- The family is generously hospitable to each family member as well as to those outside the family.
- The family keeps its volunteerism under control.

### 12. Sharing Religion

- Faith in God plays a foundational role in daily family life.
- A religious caring strengthens the family support system.
- The parent feels a strong responsibility for passing on the faith in a positive and meaningful way.

### 13. Getting Help

- The family expects problems and considers them to be a normal part of family life.
- The family develops problem-solving techniques.

### 14. Identifying Important Additional Traits of Your Family

- Each family is unique; you will no doubt find other positive traits within your own family unit.

*Note: Please feel free to use this list of traits as a checklist to evaluate the health of your family (although not all items may apply at every stage of the family life cycle). Encourage each family member to respond with their comments as you discuss these traits in your family. USAREC supports all parents as they strive to develop and maintain loving, safe, healthy and successful families.*

**For Family Assistance:** Call your battalion or brigade Family Service Coordinator or the USAREC Family Advocacy Program Manager at (1-800-223-3735, ext. 6-0239). ☎

# The Way I See It

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

## An employee writes:

Having worked in USAREC as a civilian for over three years and being a federal employee for over 15 years, I feel Army recruiters are the most dedicated, hard working federal employees I've had the pleasure to work with. In a time where teen drug use, suicide among teens, high school dropout rate, and broken families are on the rise, and where kids of today are the product of the baby boom generation, where their parents protested the military, I feel the recruiters of today are up against a hard sell. If it were not for today's recruiters working very hard and being extremely dedicated we wouldn't have an ongoing Army and all of us Americans would not have the freedoms we so much enjoy. For this reason I feel there should be a recruiter appreciation day. A&PA could ask newspapers and magazines to run a column thanking the local recruiters, professional sports clubs could recognize local recruiters at half time, businesses could put up banners, anything so the American people can have it brought to their attention how important a recruiter's job is and to thank them for a job well done. I appreciate all that they do.

## Chief of Staff responds:

Thank you for your suggestion. I agree with you that Army recruiters deserve public recognition for their hard work and dedication to the mission of providing the strength to America's Army.

The Public Affairs Specialists at the recruiting battalions routinely publicize our recruiters' achievements and new recruiters reporting to duty. They also prepare Hometown News Releases when recruiters receive a reward or are promoted. These publicity activities go on throughout the year.

I don't know how feasible it would be to coordinate a nation-wide recruiter appreciation day, but we can look into it. Armed Forces Week certainly offers opportunities to highlight our recruiters' contributions. Many times, our recruiters have received a special place of honor in local and regional Armed Forces Week activities.

## A recruiter writes:

I was running cc:Mail today and thought how convenient it would be to have an ROTC point of contact for each brigade.

A colonel in the USAR called asking questions for his son. It sure would save a bunch of money in mailings if there was a one-way response (ROTC HQ) to the applicant, and each recruiting station could submit required info on cc:Mail.

The ROTC department from the school could contact them on the merits of their prospective programs.

## Chief of Staff responds:

I appreciate your comments through the *Recruiter Journal* regarding the Reserve Officer's Training Corps (ROTC) referral program.

All recruiting battalions have a point of contact in their operations section for the Reserve Officer Training Corps referral program. This is also true at the recruiting brigade level.

The Reserve Officer Training Corps Referral Program is currently in the process of becoming an automated lead system. Automation will eliminate the USAREC Form 914, A,B, and C and provide the Cadet Command instant access to all USAREC ROTC leads.

The benefit to USAREC personnel is that the ROTC will provide USAREC with leads through the same automation process. Previously, there had not been any system in place to track leads provided to USAREC by ROTC.

A 100 percent survey of all leads returned to USAREC by ROTC was completed in December 1995. The results showed that the program was working better than either command realized. The distribution of leads, both ways, will be handled by our LEADS center (the same center that ROTC also used!). The goal is to have all the leads on ARADS.

Again, thank you for your comments, and best of luck in your recruiting endeavors.



**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

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Fold here first



# Mighty Montgomery hosts winners luncheon



BG James E. Shane, Jr., USAREC deputy commanding general, talks with members of the color guard during a break in the action and presents each with a DCG coin. Members of the color guard pictured above are SFC Karl Ward, Opelika station, and SGT Dalton Johnson, Huntsville West station. (Photo by John McCollister)

**A good idea** and a year's work exposed more than 70,000 people to Army opportunities during the week of Feb. 26 through Mar. 3, in Birmingham, Ala.

The Montgomery Battalion's Advertising and Public Affairs chief knew from previous years about the Alabama High School Basketball Foundation (AHSBF), and he knew the AHSBF had started a Final Four Basketball Championship in 1993 similar to the NCAA Final Four Championship. To take advantage of this great opportunity, Montgomery worked out an agreement with the AHSBF to participate in the one-week statewide championship.

Forty-eight boys' and girls' basketball teams came to Birmingham to participate. An exhibit space using USAREC's National Prospect Exhibit was set up and manned by local recruiters. The battalion asked the All Army Basketball Team for TAIR support, and the team provided two members to attend the basketball championship. During the week, these two team members visited schools in the area and gave presentations. Montgomery Battalion recruiters provided support by presenting the colors before the National Anthem at each of the nine competition sessions.

But the highlight of the week's activities was the four winners luncheons hosted by Montgomery Battalion and attended by the 48 high school basketball teams. Guest speakers such as Pete Babcock, vice president and general manager of the Atlanta Hawks, and Jennifer Chandler Jones, an Olympic gold medalist, attended. To represent the Army's appreciation of excellence, BG James E. Shane, USAREC deputy commanding general, also spoke at each luncheon. He wanted to recognize each coach's success and, more importantly, their role in contributing those essential values that mold our young people into winners.

BG Shane presented the Army Leadership Award to the coach of each of the 48 teams. "This is the Army's way of saying thanks for all you do and allowing each of us to 'be all we can be,'" said BG Shane.

Montgomery Battalion's work didn't stop with the luncheons and the Army Leadership Awards. They continued getting out the story. News releases went to the local papers for each team, and the high school newspapers received photographs and releases. "It's great community relations," said Mack Bazzell, chief of Montgomery Battalion Advertising and Public Affairs. "This should further serve to increase Army exposure in high schools statewide." 📷

# Miss America visits recruiters at Alabama's School-to-Work Conference

Story and photo by Mack Bazzell, Montgomery Battalion A&PA

■ Recruiters from the Fairhope (Ala.) Recruiting Station had an unexpected surprise while manning an Army exhibit at the School-to-Work Conference in Gulf Shores when Shawntel Smith, Miss America 1996, stopped by their booth.

Smith was the keynote speaker at this year's conference hosted by the Alabama Vocational Association's Guidance Division, the State Occupational Information Coordinating Committee, and the Phenix City Opportunities 2000 Plus program, which included 150 members from across the state. She spoke on the theme of this year's conference, "School to Work: Reinventing America's Workforce." Since winning the Miss America title in September, she has been appointed the National School-to-Work ambassador to America's youth by the U.S. Departments of Education and Labor.

"A future president of the United States is sitting in the classroom today," she said. "Seated next to that student could be a corporate CEO, a manager of a manufacturing plant, a journalist, a steel worker or a doctor. To achieve



LTC David Preast presents Shawntel Smith, Miss America 1996, a copy of the battalion's school program book during the Alabama Vocational Association's School-to-Work Conference. Looking on (left to right) are CPT Marvin White, Mobile Company Commander; Becky Crittendon, Education Services Specialist; SSG Frederick King, Fairhope (Ala.) Recruiting Station.

their dreams, students need to receive the education and training that will ensure their success in tomorrow's high technology workplace." During her reign as Miss America, she will travel an average of 20,000 miles a month on a national speaking tour promoting this theme. By advocating this school-to-work philosophy, she is casting the spotlight of Miss America on the need to prepare today's students for tomorrow's workplace.

LTC David R. Preast, commander of the Montgomery Recruiting Battalion, presented her a Falcon Battalion coin and a copy of the unit's "School-to-Work" booklet which supports the same philosophy as her visit on February 3.

## Only the best

Vickie Martinson, New Orleans Battalion A&PA

■ SSG James Mortimer Jr., recently received the SGT Audie Murphy Club Award from Fort Polk's CSM Johnny J. Austin. The ceremony was held at the Shreveport South Recruiting Station.

Mortimer won the award for his leadership abilities during a training exercise at Fort Polk.

A World War II combat soldier, Audie Leon Murphy was a legend in his own time — war hero, movie actor, writer of country western songs and poet. He earned a battlefield commission for his courage and leadership ability.



## **Top general talks recruiting**

*Story and photo by Del Horton, Nashville Battalion A&PA*

■ "I think it is amazing with all the competition, all the problems, how we are able to keep attracting, educating and retaining them."

These were among the comments regarding young people joining the service made by GEN John M. Shalikashvili, chairman of the Joint Chiefs of Staff, during a meeting with military recruiting representatives Jan. 12. He accompanied President Clinton and Vice President Albert Gore during their visit to the middle Tennessee area.

Nashville Battalion hosted the meeting which marked the first visit by Shalikashvili to a recruiting activity. He wanted to ensure that the armed forces are still getting quality applicants in the midst of competition from colleges and businesses.

"I am of the view," remarked Shalikashvili, comparing current recruits with America's past defenders, "that today's young person is every bit as good."

Shalikashvili said the President was aware that, despite tight budgets and increased difficulties in recruiting, all the services have continued to recruit quality applicants.

MAJ Barry C. Suggs, Nashville Battalion executive officer, and SGM Lloyd A. McBride provided insight into the structure and opera-

tions of an Army recruiting unit. Air Force, Navy, and Marine Corps representatives also discussed their services' recruiting activities.

"Whatever you do, you do very well," Shalikashvili said. "Look at the discipline statistics. Look at the education." Commenting on his travels to Bosnia, Haiti, Guantanamo Bay, Korea, and other areas where American military personnel are present, Shalikashvili stressed what a tremendous job the young men and women are doing. He noted that these service members are bright, motivated, and adapt to whatever is asked of them.

"You're bringing in the right folks," Shalikashvili stated in closing. "I wish I could make it easier, but never doubt that you're doing the right thing."



GEN John M. Shalikashvili, Chairman of the Joint Chiefs of Staff, talks with local recruiting leaders during a brief visit to Nashville Battalion Jan. 12. Pictured (from left) are Air Force LTC Randy L. Harmon, USAF Recruiting Squadron commander; GEN Shalikashvili; Marine MAJ Sandy Guptill, Marine Corps Recruiting Service commanding officer; and MAJ Barry C. Suggs, Nashville Battalion executive officer. The Nashville sojourn marks the first visit to a recruiting unit by America's top military officer.

### **National Science Van motivates students**

*by Maggie Browne, Recruiting Support Battalion*

■ For some youngsters, meeting SFC John V. Gifford is a “hair-raising” experience.

This is because he teaches them about such things as the principles of static electricity in the National Science Center Van he and SSG Eric C. Wilbur man.

The National Science Center is located at Fort Gordon, Ga., and the van travels across the country demonstrating the principles of science

to school children.

“I have a special insight into what’s going on with them,” he said.

Gifford has been with the NSC exhibit for about a year and a half and says he loves every minute of it.

“I just love working with the kids,” he said.

Before Gifford was assigned to work on the NSC van, he had many years experience on the cinema vans and PODs. Although each asset is valuable to the recruiting effort, Gifford feels the NSC van reaches students in a different way.

“We have more interaction with the kids,” Gifford said. “We conduct experiments that make learning science fun.”

This interaction results in a realization that math and science are not that hard to understand.

“It serves to encourage them to do well in these subject areas,”

Gifford said.

The van visits all grade levels including high school, but the most common audience is the fifth to eighth grade.

“We have to reach out to youth in the lower grades,” Gifford said, “because the younger we reach them, the greater chance we have of motivating them to stay in school and off drugs.”

To Gifford, this is a most important mission. His efforts have not gone unnoticed by the Command. In December, he was named Exhibitor of the Year. In January, the Recruiting Support Battalion gave him the same honor, and the NSC presented him with a Certificate of Appreciation.

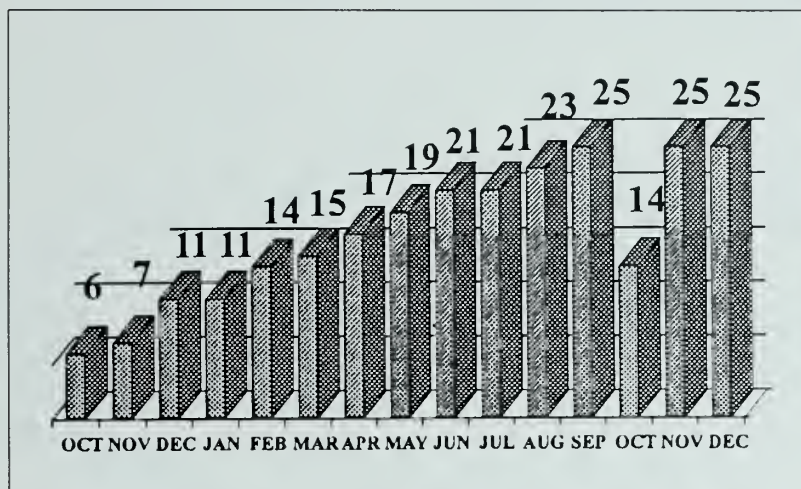
“I was honored that USAREC and the Recruiting Support Battalion thought so much of my work,” Gifford said.

Screams of glee and applause greeted the Golden Knights Black Team as they performed aerial jumps at South Panola High School in Batesville, Miss. Executing each maneuver with precision, the team created loads of excitement and fostered more positive attitudes at the schools for SSG David A. Hays of Memphis Company and SFC William B. Shearer of Corinth Company. (Right) South Panola High School principal, Mr. Barton, SFC William B. Shearer, and students pose with a cherished Golden Knights plaque. (Photo by Jimmie H. Hartfield)





## Tampa rings out 1995 as tops in USAREC



(Above) Tampa Battalion improved month after month using the Success 2000 concept — power down to station level leadership and focus on mission box. (Left) LTC Glenn Traweck, Tampa Battalion commander, rings the Operation Division's recruiting bell on Dec. 22, signifying that the Tampa Battalion mission boxed 25 stations out of 25, ending calendar year 1995 as the only battalion in USAREC to box twice. (Photo by Jena Stephenson)



## Giving to the community

by Vernetta Garcia, Columbia Battalion A&PA

■ The community called and our Sumter Army recruiters answered. SSGs Craig Simmons and Joyce Miles have volunteered their time and expertise to R. E. Davis Middle School in Sumter, S.C. The school now has an aspiring drill team thanks to an innovative teacher and two very willing Army recruiters.

It all began with a dream by the history teacher, Betty Mitchell.

She wanted to start a drill team. After reading that her dream idea is already being done at an Orangeburg middle school, she realized she should pursue the idea.

The idea was born and all were excited. Only one slight problem, who would teach the drill? Mitchell contacted SFC Ginger Cribb, station commander of the Sumter recruiting station. Simmons and Miles volunteered and jumped into the project.

The drill team started at the beginning of the school year. The team now boasts 25 members, sixth through eighth grades.

"We're teaching the students basic drill, marching, commands, and different steps," said Simmons.

"They catch on quick."

"It's fun to see their reaction, especially when they get it right," said Miles. "They are really excited about it and they remember everything. It's their thing and they enjoy it."

According to Mitchell, she hopes the drill team will eventually help students academically. "I hope it will build self-esteem and self-discipline and that will carry over to academic learning," said Mitchell.

Also Mitchell mentioned that the enthusiasm is contagious. More people want to join, but since it's the first year Mitchell and the recruiters wanted to keep the team at a manageable number. Quannice N. Thomas, a drill team member said, "We like our sergeants, they're nice and funny."

# Travel down the road to safety

by Mickey Gattis, USAREC Safety Office

**M**ost of us have looked at a road map at one time or another to help us get to where we wanted to go. How often do we check our road map to safety before taking off down the road? Failure to follow some basic safety principles when driving can have fatal consequences. In FY 95, USAREC had four fatal traffic accidents. Let's review three of the cases.

**Case #1.** A recruiter was killed in a two-car crash about 9:41 p.m. at the intersection of two roads while driving home from his job as commander of a recruiting station. The government-owned vehicle (GOV) speed was estimated at 55 mph. The station commander failed to stop at a stop sign and hit a privately-owned vehicle (POV) which had legally entered the intersection. The GOV came to rest 128 feet from the point of impact, having rolled twice before coming to rest. The station commander was thrown from the vehicle during the crash sequence and died at the scene. The night was clear and the road was well maintained.

**Safety Violations.** The driver failed to observe traffic signs, failed to drive defensively (watch out for other vehicles), had been drinking (blood alcohol content was above the state level) and failed to wear a seat belt.

**Case #2.** Recruiter died in a one-car accident while traveling late at night at a high rate of speed on a state highway. He lost control of his POV, drove over a steep embankment, and landed in a river over 300 feet below the highway. The weather was clear and the road conditions were dry. His blood alcohol content was well over the legal limit.

**Safety Violations.** The driver failed to observe

the speed limit and had been drinking. Excessive speed and drinking are a deadly combination.

**Case #3.** Soldier left a military installation at 2:30 p.m. and attempted to drive straight through to New York. The soldier was involved in an accident at 3:41 a.m. He fell asleep at the wheel, lost control of his vehicle, spun around, and came to a stop facing on-coming traffic. The soldier exited his POV and was struck by another vehicle traveling at an estimated 70 mph. He was pronounced dead at the scene. The road conditions were wet. There were indications that alcohol may have been involved.

**Safety Violations.** The soldier failed to stop and rest when he became dangerously fatigued and may have drunk alcohol during the trip. Fatigue and alcohol are another deadly combination.

Next time you get into that GOV or POV, reach into the glove compartment for your road map to safety. Begin your trip with plenty of rest. Before starting the engine, ensure your seat belt is securely fastened. Start the engine and immediately watch out for the other drivers — always drive defensively. As you cruise on down the highway, obey the speed limits, adjust according to weather and road conditions, and anticipate the unexpected. Feeling tired already? Stop and take a little break, but not at Bubba's Roadkill BBQ Saloon and Laundromat for a quick brewski or shot.

Always follow your road map to safety. We want you around for a long, long time. Long enough for you to tell your great-great-great grandchildren, "Back when I drove a car, we had four rubber wheels and it ran on fossil fuels." Hear them squeal with laughter and whisper, "Old people sure tell the tallest tales, don't they?"





# Rising college costs and the ACF

The Army College Fund, now in its 11th year of existence, continues to be the Army's top attraction for high quality recruits. Awareness of this incentive leads a lot of young men and women to the recruiter's doorstep, and for good reason. These young adults realize the importance of a college education, but many face significant financial obstacles. RAND Corporation published a survey analysis in 1990 titled *Enlistment Among Applicants for Military Service* (Santa Monica, Calif.) that addressed the probability of high aptitude high school graduates enlisting in the Army. They concluded that, for a prospect desiring college education, the probability of enlisting increased with the perceived need for education funds.

Armed with that knowledge, the savvy recruiter probably wants some insight into how much college can cost and what obstacles the prospect might encounter getting the funds. The College Board, a national educational association, released *The College Board Annual Survey of Colleges, 1995*, in September 1995, and it contains a wealth of useful information. The survey indicates that college tuition and fees increased, on average, about 6 percent in 1995, roughly double the rate of inflation. Room and board costs are estimated to be 2-4 percent higher than in 1994. Average annual tuition for a four-year private college was \$12,432. Four-year public colleges average \$2,860 per year. Private and public two-year schools average \$6,350 and \$1,387 per year, respectively.



Tuition is only part of the costs associated with a college education. Books and supplies, fees, room and board, transportation and personal expenses are also required. The College Board estimates average room and board for a four-year institution to be \$5,199 per year. Four-year public schools average \$3,963 and two-year private schools average \$4,243. Sample budgets, to cover all expenses previously mentioned, range from \$5,752 for a person living at home and commuting to a two-year public school to \$19,762 for a student living on campus at a four-year private school.

While the costs for college education continue to climb, government resources to help pay them are steadily eroding. Currently, 75 percent of financial aid to students is supplied by the government. However, the trend is for more and more of this aid to be

in the form of loans instead of grants. Ten years ago, grants comprised 48 percent of government aid. Today the figure is 43 percent. Loans, 49 percent ten years ago, are now 56 percent of government aid, and one-third of them are unsubsidized. Subsidized loans defer all interest until after graduation, so one-third of government loans begin accumulating interest as soon as they are disbursed.

Bottom line: College costs are increasingly being paid out-of-pocket, rather than through gifts and grants, and out-of-pocket expenses are rising due to escalating costs and increased interest payments. Young men and women determined to attend college, but stopped short by costs, are strong candidates for recruitment. The Army can help them meet their educational goals while providing them with valuable job and leadership skills. Military service prior to college education will earn them more than non-prior service personnel, a fact shown in last month's *Recruiter Journal*. What they learn in the Army, coupled with the college education the Army helps them pay for, will reward them for the rest of their lives.

### What You Should Know About College Costs

- Tuition and fees are up 6 percent from last year.
- Room and board are up 2-4 percent.
- Grants are down from 48 percent to 43 percent of government aid in the past 10 years.
- Loans are up from 49 percent to 56 percent of government aid in the past 10 years.
- More college money is coming from out-of-pocket.

# Marketing news you can use

Looking at a Reserve Components reenlistment survey and mathematical model usually does not bring shouts of joy to most USAR recruiters. At best, it's pretty dry material. Throw in a chart of Binomial Logit Results with tests for statistical significance, and most of us can't wait to leave that article on the floor of the latrine where it belongs. Besides, what do we care why or why not soldiers reenlist in the USAR? Obviously, we want Reservists to reenlist because it will ultimately lower our mission, but that's not recruiting. That's not our job, right?

Wrong, I submit to you there is recruiting gold in understanding why soldiers stay in the Reserve.

## **Reenlist for money?**

Reserve soldiers do not reenlist entirely for the money. The average difference between the civilian pay of a reservist not reenlisting and a reenlisting reservist is only 7 cents! (\$11.22 vs. \$11.15 per hour respectively) Therefore, although income or hourly wage for reservists is obviously important, there are other factors beyond money that may influence their decision.

For instance, Navy Reserve studies found strong correlation from such intangibles as patriotism, camaraderie, and "taste" for military life. In conclusion the survey says, in your prior service presentations, downplay the paycharts and put

more focus on the benefits of working in a team environment and finding satisfaction of accomplishment.

## **Spouse attitude**

Secondly, the spouse's attitude toward Reserve participation had the highest positive coefficient of all variables. Hence, focus your sales presentation towards the spouse. The benefits of life insurance, commissary, PX, and other privileges, are important to the spouse. The probability of this being a dynamic, but hidden, buying motive is high.



## **Job satisfaction**

Last but not least, 68.59 percent of USAR soldiers who reenlisted found satisfaction in their USAR job. Therefore, your individual affiliation with a unit may be key in what general type of MOS your applicant is offered. Additionally, there's a unique opportunity for you to offer non-MOS matching, but otherwise qualified, prior service soldiers in the Individual Ready Reserve satisfaction in their USAR job or MOS.

Most of us know the prior service training program is dead. However,

the guidance counselor can use obligated and funded training seats that have not been used or cancellations from no-show shippers. This process takes coordination with battalion operations, and of course your applicant must be fully qualified and ready to ship to AIT. Also, advise your soldier that he or she may be required at MEPS more than once. The survey says 61 percent of prior active duty soldiers intend to reenlist in the USAR.

## **Social factors**

In summary, focusing totally on the economic factors and excluding sociological and psychological aspects of "buying" motives is like trying to use a pair of scissors that has only one blade. Looking for the applicant's true buying motives with an emphasis on finding satisfaction in team building, comradeship, and a sense of accomplishment in the USAR may turn previous "no sale" interviews into a second chance. Also, we can increase our opportunity by a stronger and more focused presentation involving the spouse. Finally, there is untapped opportunity in helping prior service soldiers retrain for an MOS that matches unit requirements.

**Point of contact** is MAJ Roger Furnival, USAR Marketing Analyst, Program Analysis and Evaluation Directorate.

*This information is from "Reenlistment Intentions of Citizen Soldiers in the U.S. Army" by Hyder Lakhani of the U.S. Army Research Institute for the Behavioral and Social Sciences and is used by permission.*



1. Applicants who have been selected but who require an E-code waiver cannot be commissioned until the AMEDD Detachment has been notified by \_\_\_\_\_ that the waiver has been approved.

- a. HQ USAREC (RCHS-AN)
- b. PERSCOM
- c. HQ USAREC (RCHS-OP)
- d. Brigade headquarters

2. Regular Army ACASP enlistment training options require completion of a specified period of proficiency training as a prerequisite for awarding of the MOS. How many weeks of training will this require?

- a. four weeks
- b. 12 weeks
- c. eight weeks
- d. six weeks

3. IAW UR 601-56, a waiver request (other adverse disposition for a felony level offense) will not be submitted until \_\_\_\_\_ has elapsed since termination of probation or parole, or in a case where no probation or parole was cited from the date of formal imposition of penalties or any other requirements upon the offender by any government agency or court.

- a. one year
- b. 90 days
- c. six months
- d. two years

4. Who makes the final decision on HRAP volunteers?

- a. Battalion headquarters
- b. Brigade headquarters
- c. Company headquarters
- d. USAREC Headquarters

5. USAREC Form 834 (Touring Exhibit LPO After Action Report) is completed by the local project officer and submitted to the battalion Advertising and Public Affairs Office no later than \_\_\_\_\_ working days after the event.

- a. 10
- b. three
- c. 15
- d. five

6. If a WOFT applicant is selected, he or she has approximately \_\_\_\_\_ after selection board results are released to enter the DEP, DTP, or RA delayed status.

- a. 15 days
- b. 10 days
- c. five days
- d. seven days

7. High school ASVAB scores may be requested by the senior guidance counselor by completing USMEPCOM Form 714 without applicant's signature.

- a. True
- b. False

8. When a recruiting ADSW tour lasts from Monday to Friday, a minimum of \_\_\_\_\_ must elapse before another tour may begin.

- a. 10 days
- b. 15 days
- c. three days
- d. 30 days

9. Proper time management ensures that sufficient time is dedicated to \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.

- a. Critical mission tasks, lead generation, prospecting
- b. Prospecting, sales interviews, processing
- c. Critical mission tasks, sales interviews, prospecting
- d. Face-to-face prospecting, telephone prospecting, sales interviews

10. In accordance with the milestones for contact of LRL leads, 100 percent contact of seniors will be accomplished by \_\_\_\_\_.

- a. 31 December
- b. 31 January
- c. 28 February
- d. 31 March

11. Which one of these goals is a goal of the Nurse Sustainment Program (NSP)?

- a. Maintain participant interest in the Army.
- b. Ensure participants remain qualified for the AN.
- c. Foster a sense of identification with the Army.
- d. All of the above.

12. What are two methods of holding the lensatic compass and sighting?

- a. Compass to nose and vertical hold method.
- b. Compass to chin and horizontal hold method.
- c. Compass to cheek and center hold method.
- d. Compass to cheek and steady hold method.

13. During recovery of the M18A1 Claymore, what device is kept in the possession of the individual recovering the mine?

- a. M7 bandoleer
- b. M57 firing device
- c. M40 test set
- d. firing wire spool

14. When applying a dressing to an open head wound, the casualty should be checked every \_\_\_\_\_ minutes for levels of consciousness.

- a. three
- b. nine
- c. six
- d. 15

The answers to this month's Test can be found on the Inside back cover.

*The following is a list by battalion as reported by brigades of the first OPSC/LPSC to achieve mission box in RSM February FY 96.*

## *1st Brigade*

### **ALBANY**

LPSC - New London RS  
OPSC - Newport RS

### **BALTIMORE**

LPSC - Bel Air RS  
OPSC - Suffolk RS

### **NEW ENGLAND**

LPSC - Waterville RS  
LPSC - Brockton RS  
OPSC - Salem RS

### **HARRISBURG**

LPSC - Reading RS  
OPSC - Towanda RS

### **NEW YORK**

LPSC - Crown Heights RS  
LPSC - Richmond Hill RS  
OPSC - Riverhead RS  
OPSC - Jackson Heights RS

### **PHILADELPHIA**

LPSC - Trenton RS  
OPSC - Manahawkin RS

### **PITTSBURGH**

LPSC - Indiana RS  
OPSC - Somerset RS

### **SYRACUSE**

LPSC - Potsdam RS  
OPSC - Jamestown RS

### **BECKLEY**

LPSC - Pikeville RS  
OPSC - Summersville RS

## *2d Brigade*

### **ATLANTA**

LPSC - Columbus North RS  
LPSC - Macon RS  
OPSC - Covington RS

### **COLUMBIA**

LPSC - North Charleston RS  
OPSC - Georgetown RS  
OPSC - Lancaster RS

### **JACKSONVILLE**

LPSC - Cairo RS  
OPSC - Neptune RS

### **MIAMI**

LPSC - Mayaguez RS  
OPSC - Arecibo RS

### **MONTGOMERY**

LPSC - Fairfield RS  
OPSC - Port St. Joe RS

### **RALEIGH**

LPSC - Rocky Mount RS  
OPSC - Williamston RS

### **TAMPA**

LPSC - Hanley Road RS  
OPSC - Sebring RS

### **JACKSONVILLE**

LPSC - Jackson (TN) RS  
OPSC - Dyersburg RS

### **NASHVILLE**

LPSC - Elizabethtown RS  
OPSC - Campbellsville RS

## *3d Brigade*

### **CHICAGO**

LPSC - South Clark St RS  
OPSC - DeKalb RS

### **CLEVELAND**

LPSC - Alliance RS  
OPSC - Sandusky RS

### **COLUMBUS**

LPSC - Zanesville RS  
LPSC - Chillicothe RS  
OPSC - Portsmouth RS

### **INDIANAPOLIS**

LPSC - Shelbyville RS  
OPSC - Bedford RS

### **GREAT LAKES**

LPSC - Bel Air RS  
OPSC - Coldwater RS

### **MILWAUKEE**

LPSC - Escanaba RS  
OPSC - Marinette RS

### **MINNEAPOLIS**

LPSC - Burnsville RS  
OPSC - Winona RS

## *5th Brigade*

### **DALLAS**

LPSC - Mesquite RS  
OPSC - None

### **DES MOINES**

LPSC - South Des Moines RS  
LPSC - Council Bluffs RS  
OPSC - Storm Lake RS

### **HOUSTON**

LPSC - Conroe RS  
LPSC - College Station RS  
OPSC - Galveston RS

### **KANSAS CITY**

LPSC - Springfield-Seminole RS  
OPSC - Manhattan RS

### **NEW ORLEANS**

LPSC - Marrero RS  
OPSC - Natchez RS

### **OKLAHOMA CITY**

LPSC - Norman RS  
LPSC - McAlester RS  
OPSC - Mt Home RS

### **SAN ANTONIO**

LPSC - Killeen RS  
OPSC - Brownwood RS

### **SAINT LOUIS**

LPSC - Quincy RS  
OPSC - Farmington RS

## *6th Brigade*

### **DENVER**

LPSC - Grand Junction RS  
OPSC - Casper RS

### **LOS ANGELES**

LPSC - Fresno South RS  
OPSC - Rowland Heights RS

### **PHOENIX**

LPSC - Nellis RS  
OPSC - Silver City RS

### **PORTLAND**

LPSC - Guam RS  
LPSC - Hilo RS

### **SACRAMENTO**

LPSC - Golden Gate RS  
OPSC - Daly City RS

### **SALT LAKE CITY**

LPSC - Idaho Falls RS  
OPSC - Cedar City RS

### **SO CALIFORNIA**

LPSC - Victorville RS  
OPSC - El Centro RS

### **SEATTLE**

LPSC - Bellevue RS  
OPSC - Mount Vernon RS





# The Glen E. Morrell Award



**BALTIMORE**  
SFC Gregory Scott  
SFC Joseph Ivery  
SFC Lauri Dove  
SFC Shirley Greene  
SFC Curtis Thomas  
SFC Laird Gibbons  
SFC Venerene Edwards

**JACKSON**  
MSG Gary Garrett

**JACKSONVILLE**  
SFC Roger Miller

**NEW ENGLAND**  
SSG Lawrence Sullivan

**NEW ORLEANS**  
SFC William Duncan

**OKLAHOMA CITY**  
SFC Kenneth Dillard

**PHILADELPHIA**  
SSG Darin Floyd

**RALEIGH**  
SFC Sherman Patterson

**SAN ANTONIO**  
SFC Walter Carnes

**ST. LOUIS**  
SFC Christopher Rollins

## Rings Rings



## Gold Badges

**ALBANY**  
SFC Arthur Temple

**ATLANTA**  
SFC Robert Moss

**BALTIMORE**  
SGT Dean Cummings  
SFC Juan Wilkerson  
SSG Grace Deneke  
SSG Kevin Dunn

**BECKLEY**  
SFC Timothy Snapp

**COLUMBUS**  
SSG Matthew Cummings  
SFC Kendall Jones  
SFC Anthony Addeo  
SSG David Sears  
SFC Robert Walters

**DENVER**  
SSG Randall Watts

**DES MOINES**  
SSG Jeffrey Hegarty

**INDIANAPOLIS**  
SSG Mary Heintzelman

**JACKSONVILLE**  
SSG Sean Feely  
SSG Michael Gibson  
SGT Farrell Mulkey  
SSG Allen Whigham  
SSG Sylvester Sims

**MIAMI**  
SFC Ramon Arias  
SFC Wade Pasquarella  
SFC Juan Torres  
SSG Ernesto Gonzalez

**MONTGOMERY**  
SSG Nathaniel Lee  
SSG Sandra Hill

**OKLAHOMA CITY**  
SFC Willie George  
SFC Willie Tiller  
SSG Jerry Long

**PHILADELPHIA**  
SSG Steven Parsons  
SGT John Sheehy

**PHOENIX**  
SGT Timothy Beeman

**SACRAMENTO**  
SSG Peter Moody

**SAN ANTONIO**  
SFC Jose Toro  
SSG Andre Kendrix  
SSG Antonio Pedroza  
SGT Alcibiades Angulo  
SSG Javier Lopez

**SEATTLE**  
SFC Thomas Contway

**SOUTHERN CALIF.**  
SSG Michael Boria  
SFC Donald Herth

**ST. LOUIS**  
SSG Nathan Wallace  
SSG Harvey Nowak  
SSG Ernest Hand

**SYRACUSE**  
SFC Mark Sansone

**TAMPA**  
SSG Ashton Davis  
SSG Maria Martinez

**ALBANY**  
SFC Eli Ionoff  
SSG Manuel Maldonado  
SSG Randy StCyr

**BALTIMORE**  
SSG Jeffrey Barnes  
SSG Robin Bercaw  
SFC Gary Eppich  
SGT Clinton Hayward  
SSG Timothy Howard  
SSG Robert Macy  
SGT Sammy Payne  
SSG Calvin Phillips  
SSG Charles Randall  
SFC Jesus Rodriquez  
SSG Steven Vandervort  
SSG Frankie Wiley

**BECKLEY**  
SSG Clarence Davis  
SFC Mark Terry

**COLUMBIA**  
SGT Raymond Davis

**COLUMBUS**  
SSG Billy Durham  
SSG Willmon Frazier  
SGT Maurice Garnett  
SGT Dean Gibson



## COLUMBUS

SGT Eric Hoefler  
SGT Thomas Mann  
SGT Michael Master  
SSG Eric Mitchell  
SGT C. Neuhard  
SFC James Oaks  
SFC James Phebus  
SGT Russell Ringler  
SSG Shawn Thomas  
SSG Arturo Topacio  
SSG Marian Turner  
SSG John Verhoff  
SSG R. Wampler  
SGT Gary West

## DENVER

SGT Mark Crane  
SSG Nicholas Montalvo  
SSG Edward Smith

## DES MOINES

SGT John Kleffmann  
SSG Richard Meadows  
SSG William Tucker

## GREAT LAKES

SSG James Brown  
SGT Jeffrey Brown  
SSG Elijah Brown  
SSG Matthew Clement  
SSG Bryon Ferguson  
SSG Brian O'Bara  
SSG Patrick Lee  
SSG James Pellow  
SFC Larry Preston  
SGT Shawn Stenberg

## INDIANAPOLIS

SSG James Argo  
SSG Anthony Gardner  
SSG John Heiliger  
SSG Terrence Howell  
SSG Anthony Lubarsky  
SSG Larry Nettles  
SSG Gary Owens  
SSG Charles Pulliam  
SFC David Simmons  
SSG Jack Stottlemire  
SGT C. Vanhouten  
SSG Troy Waters  
SSG Anthony Zucco



## JACKSONVILLE

SGT Samuel Cobley

## LOS ANGELES

SSG Christopher Brock  
SFC Maurice Carrier  
SFC Kevin Crosier  
SSG Michael Egly  
SSG Calvin Griffin  
SSG R. Hernandez  
SSG Michael Jetton  
SSG Everett Russell  
SSG Michael Wade  
SSG George Ward  
SSG Kevin Williams

## MIAMI

SSG Ceasar Acevedo  
SSG Franklin Cabrera

## MINNEAPOLIS

SSG Stephen Gardner  
SGT Terry Nathe  
SFC R. Schommer  
SSG Eric Wells

## MONTGOMERY

SGT Kevin Brower  
SSG Patrick Burns  
SGT Robert Forester  
SGT Victor Mims  
SGT Martin Smith  
SGT Robert Thompson

## NASHVILLE

SSG Mark Culpepper  
SSG Robert McLean  
SFC Alton Seymore  
SSG Michael Smith

## NEW ENGLAND

SGT Robert Eaton  
SGT Howard Evans  
SSG Mark Roen  
SSG Carl Dumas

## NEW ORLEANS

SSG Pena Benitez  
SSG Melvin Folse  
SSG Rudolph Jordan

## NEW YORK CITY

SSG Roberto Rodriguez



## OKLAHOMA CITY

SSG Mark Acker  
SSG Kenneth Atkinson  
SFC Alvin Bilby  
SSG Mark Kutak  
SGT Michael LaFrance  
SSG James Nolley  
SSG Rick Polus  
SSG Joseph Ryan  
SSG Charles Sullivan  
SSG James Woolsey  
SGT Raymond Zumwalt

## PHILADELPHIA

SFC David Sobiech

## PHOENIX

SFC Alvie Benskin  
SGT Kenneth Carden  
SSG Donald Coburn  
SSG Felix Dimayuga  
SSG Adam Gonzales  
SGT Alan Knotts  
SSG Gary Lacer  
SSG Jimmie Nelson  
SSG Scott Pezzuti  
SGT Raul Villa  
SSG Jerald Dozier  
SSG Herbert Johnson  
SSG Steven Stokes

## PITTSBURGH

SSG Ernest Bowen  
SSG Alan Glover  
SSG Steven Martin  
SGT Jeffery Milam  
SGT Amelia Terry  
SFC David Thompson

## PORTLAND

SSG Clifford Darnell  
SSG Thomas Foltz  
SSG Dennis Haberkorn  
SSG John Hirsch  
SSG Troy Hulihee  
SSG Christine Kohl  
SSG Gary Morris  
SSG Andre Scott

## RALEIGH

SSG Morris Ricks  
SSG Donald Swaim  
SSG Willard Williams



## SACRAMENTO

SSG Dennis Anderson  
SSG Johnny Duncan  
SGT Michael Gatto  
SFC William Jones  
SSG Stacey Jefferson  
SFC Tanya Koppel  
SSG Robert Orr  
SGT John Moore  
SFC Robert Taitano  
SGT Robert Zabroski

## SALT LAKE CITY

SSG Jeffrey Boelter  
SSG Curtis Hansen  
SSG Brian Mote

## SAN ANTONIO

SGT Shannon Boldman  
SGT William Morales  
SGT Jason Peters  
SSG Marc Stratton

## SEATTLE

SFC Catherine Thomas

## ST. LOUIS

SGT Maurice Berry  
SSG Rubel Dowell  
SFC Paul Kleemann  
SSG Rusty Powers  
SSG Jon Rimert  
SGT Geoffrey Taylor  
SFC Robert Weeks

## SYRACUSE

SSG Thomas Huggins  
SGT Jeffrey Januchowski  
SGT Joseph Okrasinski  
SSG Leo Plato  
SSG Stephen Travers

## TAMPA

SGT John Casey  
SSG Leroy Gardner  
SGT Eddie Hibley  
SSG L. Jimenez-Miranda  
SSG N. Perez-Acevedo  
SSG Dana Walker  
SGT Henry Walker





## RECRUITING SUPPORT BATTALION

### MAY

#### Cinema Vans

ALBANY, 30 Apr - 14 May  
 COLUMBIA, 30 Apr - 10 May  
 MILWAUKEE, 30 Apr - 14 May  
 MINNEAPOLIS, 17 - 29 May  
 NEW ENGLAND, 17 - 29 May  
 RALEIGH, 14 - 29 May  
 SACRAMENTO, 1 - 29 May  
 SAN ANTONIO, 30 April - 29 May  
 SEATTLE, 1 - 29 May  
 ST LOUIS, 30 April - 29 May

#### Cinema Pod

BECKLEY, 30 April - 29 May  
 DENVER, 6 - 29 May  
 DES MOINES, 17 - 29 May  
 GREAT LAKES, 1 - 29 May  
 HARRISBURG, 10 - 29 May  
 JACKSON, 30 April - 7 May  
 MIAMI, 30 April - 10 May  
 MINNEAPOLIS, 30 April  
 MONTGOMERY, 10 - 29 May

NEW ORLEANS, 30 April -  
 10 May  
 SALT LAKE CITY, 17 - 29 May  
 SYRACUSE, 30 April - 7 May

#### Adventure Van

BALTIMORE, 30 April - 9 May  
 NEW ENGLAND, 23 - 29 May  
 PITTSBURG, 14 - 20 May

### *Answers to the Test*


1. c, USAREC Reg 350-6, Table 3-1
2. b, USAREC Reg 350-6, Appendix F
3. c, USAREC Reg 350-6, para 6-3a
4. b, USAREC Reg 350-6, para 6-8
5. b, USAREC Reg 350-6, Appendix G-1
6. b, USAREC Reg 601-56, para 1-7
7. b, USAREC Reg 601-56, Appendix B-4
8. b, USAREC Reg 601-56, Appendix D-6
9. d, USAREC Reg 601-210, para 5-101a
10. a, AR 601-210, para 2-18b
11. d, USAREC Reg 350-7, Appendix C, Section III, C-6, para a
12. b, USAREC Reg 350-4, Appendix H-3 a(1)
13. b, STP 21-1-SMCT, page 36
14. a, STP 21-1-SMCT, page 274
15. b, STP 21-1-SMCT, page 463

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Patriot Missile Team

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- (A) = ASSET ID OF THIS FIRING PLATOON  
(B) (C) ( ) ( ) = ANY OTHER ASSETS TO BE DEFENDED  
( ) = MAX EFFICIENCY, 1 LOW THROUGH 9 HIGH. BLANK = TACTICAL  
( ) = BLANK FOR FULL SCENARIO RUN, OR EARLY STOP TIME IN HMM  
( ) = BLANK FOR ALL FLIGHTS, 1 FOR ODD SRNs ONLY, 2 FOR EVEN  
( ) ( ) = BLANK FOR ALL FLIGHTS, OR SRN MIN AND MAX  
( ) = BLANK TO PERMIT ECM, 1 TO SUPPRESS ECM  
( ) = BLANK TO SQUAWK ALTITUDE IN 2, 1 TO SQUAWK SRN  
( ) = BLANK FOR OPERATOR EXERCISE, 1 FOR BENCHMARK

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